



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, V CORPS
UNIT 29355
APO AE 09014



AETV-CG

26 September 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 2003-2004 Winter Safety Campaign For OIF Deployed Units

This memorandum expires 1 June 2004.

1. References: See tab A.
2. We are entering what has been historically one of the most dangerous times of the year. We cannot afford to lose a single soldier, civilian, or family member to senseless and preventable accidents. Redeploying thousands of soldiers and leaders and subsequently reintegrating them into a European winter involves many high-risk operations. In concert with the V Corps Winter Safety Campaign 2003-2004, deployed V Corps Separate Brigades and 1st Armored Division are tasked with supplementing their respective Rear Detachment Plans for a period to run from **1 November 2003 through 31 May 2004.**
 - a. The purpose of this campaign is to fully integrate safety and risk management into the planning phase of command programs addressing the challenges brought on by the winter season. Safety cannot be viewed as an add-on program or process. It must become an integral part of every mission, operation, and off-duty activity. Safety must be second nature in all we do and directly linked to the military decision making process. Secondly, this campaign will support the V Corp and USAREUR command goals of minimizing accidental losses and ensuring no lives are lost to unnecessary and preventable accidents. These goals are achievable!
 - b. The trials of winter safety this season are multiplied due to deployments, split operations, and impending redeployments. Any increase in the total number of hazards will have a negative impact on the overall risk level of the operation. The combination of routine winter hazards in Europe and increased hazards from troop and equipment movements, security operations, and reintegration creates a particularly dangerous environment. The first priority in addressing these types of issues is **hazard identification**. In order to defeat the enemy you must first be able to identify him. Identifying hazards takes place during receipt of the mission, mission analysis, course of action (COA) development, and COA analysis.
 - c. Leadership is a key component in accident prevention. Leadership, however, encompasses a broad spectrum and refers to more than commanders. Leadership begins with the first line supervisor, the NCO, and extends to commanders at all levels. As such, it is the responsibility of all leaders to determine both the likelihood and severity of identified hazards. **Hazard assessment** is the process by which this is accomplished. Evaluating winter hazards in terms of probability and severity allow the leadership to determine where best to concentrate prevention

efforts. These factors change throughout the course of the winter season and adjustments are made based on operations and activities. The risk assessment phase takes place during mission analysis, COA development, and COA analysis.

d. Both planning and preparation are essential before cold weather arrives. Through the planning process leaders will be able to **develop controls** to address the hazards identified. Attention should be placed on the most serious hazards first. Mitigation measures should focus on limiting both the probability and the severity of the risks previously identified. Focused controls are the key to success. Once controls are developed, **make informed risk decisions**. Informed decision-making is mandatory when accepting risks. That means leaders must realistically look at all aspects of operations coupled with the winter season. It is important to approach all hazards with eyes wide open. Not sharing the “bad news” with the next level of supervision severely limits informed decision-making and may promote unnecessary risk-taking. Developing controls and making risk decisions occurs during COA development, analysis, comparison, and approval.

e. Some of the best-laid plans have gone awry due to a failure to **implement** or a failure in the implementation process. Winter hazards prevention techniques, addressing everything from cold-weather injury to adverse driving conditions, are only effective when properly implemented. These implementation techniques and processes will vary from program to program. Leaders must select the proper implementation format. Sometimes the buddy-system works best, but other times direct supervision is required. Implementation methods are leadership business and take place during the orders production, preparation, and execution of the operation.

f. Leadership responsibility goes well beyond simply making decisions. Once the winter hazards have been addressed in the previous steps, follow-on action is required. That action comes in the form of **supervision** of the controls established and **evaluation** of the effectiveness of the controls and programs in place. All too often the risk management process ends with risk assessment. The V Corps leadership challenge is to go beyond the obvious and extend the extra mile. The areas identified in paragraph 3 require the cooperation of all soldiers and civilians and the commitment of all leaders to monitor the effectiveness of the programs in order to be meaningful. Individual responsibility and accountability should be a part of the process. Supervision and evaluation takes place during the preparation and execution of the operation.

3. V Corps major subordinate commands (MSCs) and brigade separates are tasked with developing winter safety programs tailored to their own organization and activities. This will require a continual process of program development, training, and re-evaluation throughout the winter season. Generally speaking, the programs may be divided into tactical and non-tactical subject areas. The minimum subjects to be addressed include:

Tactical:

Field and garrison training; cold-injury prevention; weather-related hazards (snow, black ice, fog, high winds, and extreme cold); heater safety in tents, living areas, and vehicles, including carbon

AETV-CG

SUBJECT: 2003-2004 Winter Safety Campaign

monoxide and oxygen deprivation; movement operations by convoy, rail, barge, sea, and air; and safety aspects of personnel reintegration for redeploying troops.

Non-tactical:

Cold-injury prevention; weather-related hazards (snow, black ice, fog, high winds, and extreme cold); heater safety in living areas, homes, and vehicles, including carbon monoxide and oxygen deprivation; privately owned vehicle (POV) and motorcycle reorientation for returning soldiers and for those making extended seasonal trips; winter-recreation safety; and other seasonal hazards relating to family and community (for example, running, traffic).

Many of the subject areas will change or overlap as we proceed through the winter season. Organizations must make adaptations as needed to adjust to changing conditions. These subject areas are considered the minimum to be covered. By 30 September 2003, initial winter campaign plans will be submitted to V Corps Safety Office. Updated plans may be submitted throughout the winter seasons as changes become necessary.

Specific methods to assist in the successful accomplishment of the winter safety campaign include:

a. Awareness. Numerous safety awareness programs are scheduled throughout Europe concentrating on winter safety issues. These programs include the production of safety-campaign articles and materials that are coordinated with American Forces Network (AFN), printed material for distribution down to the soldier and family-member level, and CD material for conducting training at the unit level. V Corps Safety Office will be active in the development and distribution of safety alerts and training programs aimed at the subject identified in paragraph 3. Additional resources for promoting safety awareness and training material are the following websites:

V Corps Safety website: <http://www.vcorps.army.mil/safety/>

USAREUR Safety website: <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>

United States Army Safety Center website: <http://safety.army.mil/home.html>.

b. Accident Trends. By 1 October 2003, commanders will review accident information pertaining to their own unit's past accident and incident trends. Sources of information include accident reports, sick calls, incident reports, casualty reports, higher headquarters ground and aviation trends, and unit risk assessments. In addition, Army-wide accident trends will be used for comparison to determine anomalies, trends, and areas in which to focus attention. Trend analysis often provides criteria for hazard identification and assessment. This can often provide an excellent starting point for identifying high-risk operations and activities.

c. Accurate and Timely Weather Information. Winter weather increases the risks associated with practically all operations. For this reason it is imperative to have the most up-to-date weather information available when planning operations, training, or traveling during off-duty time. Winter weather in Europe can be both extreme and rapidly changing. Redeploying soldiers must be properly prepared for their return into an environment potentially much more

treacherous than the one they left. In Iraq most of our troops have not yet experienced the country's weather patterns, which can be quite varied throughout the different regions. Preparedness coupled with short and long-term weather forecasts are essential for planning on and off-duty activities.

d. Safety Training and Education. Knowledge is one of our most defensive and proactive weapons for combating accidents. Armed with accurate information individuals will invariably choose the proper course of action. Safety training is one method of disseminating useful and accurate information to affect positive behavior. Studies have indicated that people tend to remember something better after hearing it three or more times. Therefore, effective training techniques may include overlapping certain areas of instruction to emphasize specific points. For example, the effects of wet and oil soaked roads apply equally to the operation of military vehicles and POVs. Safety training will include as a minimum:

(1) Rail, convoy, seaport, and supercargo operations for all units conducting these types of activities. Commanders will assess and train to standard all soldiers according to the AE Pamphlet 385-15 series. Training will emphasize the fact that personnel are forbidden from climbing on top of railcars from the time the car is loaded until the car is ready to unload.

(2) Winter safety training on all areas associated with winter hazards. Training will focus on accident-prevention measures for winter activities, typical hazards and identification methods, and risk mitigating techniques appropriate for the conditions. Any training conducted under winter conditions increase associated risks and require extra diligence. Soldier preparation for any contingency is a key to successful and accident-free training events.

(3) Cold-weather training as appropriate for all personnel in environments that could result in cold-weather injuries will take place by 1 November 2003. Training will focus on techniques and procedures for the recognition, prevention, and prompt treatment of cold-weather injuries. Emergency action plans should be included as a means to avoid delays in seeking emergency assistance. Classes on the care and proper wear of cold-weather clothing will be included. Supporting medical treatment facilities can also provide cold-weather injury-prevention training materials and information on local seasonal hazards. Sources of additional information and training material include:

V Corps Safety website: <http://www.vcorps.army.mil/safety/>

USAREUR Safety website: <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>

United States Army Safety Center website: <http://safety.army.mil/home.html>.

The United States Army Center for Health Promotion and Preventive Medicine website: <http://chppm-www.apgea.army.mil>

(4) Driver training for both on- and off-duty. Training programs must address seasonal hazards associated with winter weather, prevention techniques and procedures, emergency procedures, and techniques to deal with adverse conditions, such as snow, black ice, extreme cold, high winds, and fog. Tab B provides winter vehicle-operation concerns. Additionally, training will be tailored to specific locations with a focus on local secondary roads with significant accident frequency and high-risk locations. Training will include risks associated

with running engines and carbon-monoxide hazards. Soldiers will not idle vehicles for extended periods in the winter with the windows completely closed. Nor will they sleep in vehicles with the engine running. Drivers and operators will follow the provisions outlined in driver training manuals such as FM 21-305. Commanders will follow AR 385-55 in driver selection and training procedures. All training will be documented accordingly. Driver training programs must include vehicle preventive maintenance for cold-weather operations with special emphasis on vehicle heaters according to the applicable technical manual (TM).

(5) Field stove and space heater safety. Stove and heater use sets the perfect environment for burns if soldiers are not trained properly in their use. Contact with hot surfaces and fires or the explosion of stoves and fuel sources can cause a multitude of burn injuries. In addition, improper fueling and lighting techniques or inadequate ventilation can result in the accumulation of flammable fumes. If these fumes are ignited accidentally, potentially fatal fires can occur. Training will include proper operating procedures for appropriate authorized portable heaters and stoves. Training must be conducted before any cold-weather field training or deployment takes place. Training must also include information on the safety and health hazards associated with their operation, including the dangers of carbon monoxide, asphyxiation due to operation in tightly closed spaces such as squad tents, fire (including surrounding combustibles), and explosion. Nonstandard, unvented, commercial heaters are not authorized for use under any conditions. Space-heater operation and safety requirements are outlined in AE Pamphlet 385-15 and the appropriate heater TM.

e. POV Safety. More Soldiers die in POV accidents every year than were killed by enemy fire in OEF and OIF. Soldiers survived the combat environment; now we want to be sure that they and their family members survive travel on the highway. Alcohol, speed, fatigue, and failure to use seat belts and airbags are primary factors in POV fatalities. Coupled with winter driving conditions the hazards are magnified. Travel planning is another critical consideration since most individuals/units will have block leave following redeployment. In order to combat these hazards POV training will include the following:

(1) Refresher training on local traffic laws and hazards. This training will include the hazards involving highways and secondary roads; winter-driver orientation and the risks associated with shorter daylight hours, extended trips, and European weather; and operating motor vehicles while under the influence of drugs, prescription medication, or alcohol.

(2) Soldiers may be out of practice for highway driving since they may not have been driving or were driving under different driving conditions. Extra attention and focus on driving skills is needed to avoid an "at-fault" POV accident. Slow down, maintain situational awareness and be aware of driving distractions. Soldiers returning from extended deployment will not be authorized to operate a POV until their license and registration are validated, their vehicle is checked (if it has been in long-term storage), and they have received a reorientation to driving laws and conditions in the local area.

(3) The extended periods of leave and travel for some well-deserved rest and family time, along with the upcoming winter recreational activities, elevate the potential risks of POV

accidents to soldiers and their families. Commanders and leaders must place renewed emphasis on POV accident prevention and winter recreation safety to prevent a surge in accidental injuries and deaths. To avoid being involved in a POV accident, take a break from driving if noisy children or other distractions create a hazard of inattention. Provide games, books, puzzles and other items to keep children busy while traveling. Pull over to a safe location to make cell phone calls. The United States Army Safety Center provides a POV Tool Box for leaders. The POV Toolbox contains tools to ensure the trip has been sufficiently planned to get safely to the destination and return. The Pre-Trip safety Checklist, POV Inspection Checklist, and Pre-Trip Safety Briefing Guide are designed to assist commanders and leaders in briefing soldiers before departure on planned trips outside the immediate local area and when soldiers are going on leave. The POV Tool Box can be accessed through the Safety Center website at:

<http://safety.army.mil/home.html>.

f. Risk Management Refresher Training and Implementation. Risk Management is the Army's principal risk reduction process to assist leaders in identifying and controlling hazards and making informed decisions. Decision makers at every level will employ the risk management process, as specified in AR 385-10, to avoid unnecessary residual risk to missions, personnel, equipment, and the environment. By 1 November 2003, units and organizations will conduct refresher risk management training using FM 100-14 and the training information on the V Corps, USAREUR, and Army Safety Center websites. Leaders and soldiers are to be trained to make the risk-management process integral to planning and execution of both on- and off-duty activities. Risk management training must address risk identification and the mitigation of winter hazards. Changing environmental conditions must be addressed in all risk-mitigation processes.

4. Responsibilities (V CORPS and MSC Counterparts).

a. The V Corps Safety Division will-

- (1) Beginning 1 October 2003, begin distributing safety-campaign articles and materials.
- (2) Beginning 1 October 2003, post critical deployment, wellness, and winter safety information on the V Corps Safety website to support the Winter Safety Campaign.
- (3) Provide winter safety information to units preparing to redeploy from Operation Iraqi Freedom and units preparing to deploy for training.
- (4) Help the V Corps G3 review safety programs submitted by MSCs and Brigade Separates.
- (5) Monitor the implementation and execution of MSC and Brigade Separate safety programs.

b. The V Corps G2 will provide weather information to MSCs and Brigade Separates as requested.

c. The V Corps G3 will-

(1) Continue to review and update V Corps procedures for distributing weather and road-condition information in coordination with Baghdad International Airport Air Force weather facilities.

(2) Provide the V Corps Safety Division the identity of rotational units and time-lines for returning to central region.

(3) Review MSC and Brigade Separate safety programs with the V Corps Safety Division.

(4) Provide safety and standardization information and requirements to aviation units returning to the central region from Operation Iraqi Freedom.

d. The V Corps G4 will provide reconfiguration materials and instructions, as necessary, to make redeploying vehicles roadworthy for European convoy operations.

e. The Public Affairs Officer, V Corps, will-

(1) Beginning 1 October 2003 and continuing until 31 May 2004, publish campaign safety information in appropriate media.

(2) Publicize the vehicle lighting campaign program for the month of October.

f. The Provost Marshal, V Corps, will-

(1) Enforce road standards for vehicles and operators, including "Click It or Ticker," "Booze It & Lose It," and sobriety-test programs.

(2) Provide information concerning the processing of authorized war souvenirs.

g. The 30th Medical Brigade will-

(1) Provide cold-weather injury-prevention training information to on winter hazards throughout the winter season through public affairs channels, fact sheets, and other appropriate means.

(2) Provide disease and injury-reduction information to deploying and redeploying units.

(3) Provide acclimation information to deploying and redeploying units.

h. Commanders and directors will-

AETV-CG

SUBJECT: 2003-2004 Winter Safety Campaign

(1) Develop a winter safety program by 1 October 2003 that concentrates on the areas outlined in paragraph 3. Programs must be submitted to the V Corps G3 for review and approval by 1 October 2003.

(2) Sustain campaign momentum and focus throughout the campaign.

(3) Conduct noncommissioned officer development and officer professional development programs (NCOPD/OPD) that train leaders for successful implementation and continued support of this campaign.

(4) Monitor subordinate units in their execution of this campaign.

(5) Ensure that a process is in place to relate off-duty risks for activities, including winter running, recreational sports, and snow removal; and for winter hazards such as fire, carbon monoxide, and slippery surfaces.

(6) Ensure that a mechanism is in place for first-line leader risk-assessment and risk-mitigation assistance to soldiers when planning off-duty activities.

(7) Ensure that soldiers have a current physical examination that is not more than 5 years old.

(8) Record and report lessons learned on safety-related issues to the V Corps G3 and the V Corps Safety Division.

(9) Accomplish the following additional tasks if they have personnel who are redeploying or deploying:

(a) Request required safety courses according to USAREUR Regulation 350-1 through the Seventh Army Training Command Deployed Operations Group. Courses include the Safety Officer/NCO Course (SOC 40), Hazardous Materials Driver Training Course (HAZ 11), and Hazardous Materials (-2) Certification Course (HAZ 12).

(b) Accomplish the following if they have redeploying personnel:

1. Establish an amnesty collection program at all main departure points for personnel redeploying from Operation Iraqi Freedom and with IMA-Europe that provides reasonable opportunity for troops to dispose of contraband without retribution and includes a unit plan to process and dispose of the material.

2. Integrate the Deployment Cycle Support Program with this campaign.

3. Institute drug- and alcohol-awareness training before allowing troops to take block leave.

AETV-CG

SUBJECT: 2003-2004 Winter Safety Campaign

4. Ensure that Military and POV licensing and registration requirements are met and that all individuals have received a reorientation to their vehicle and safe driving procedures before operation.

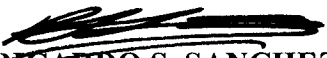
5. Coordinate with IMA-Europe to obtain transportation support during the initial period of a deployed soldier's return.

5. The tabs to this memorandum (encl) provide information central to these tasks. The USAREUR and V Corps Safety websites also have information that will further help to concentrate on the risks and mitigation steps that we must take to protect our soldiers, civilians, and family members.

6. Again, this campaign's focus is to direct our energies to ensure we train, move, and maintain safety during adverse winter conditions. Our effectiveness and success depends on four key elements: adequate training, risk management, planning and preparation, and concerned leaders taking complete ownership of their soldiers' safety. You must be aggressive in sustaining this focus. Encourage your leaders to vigorously execute these responsibilities and empower first-line leaders with strong command support and emphasis for this campaign. Accident and injury prevention must be central to all winter activities, both on and off duty. It is your personal responsibility. We can neither afford nor accept the loss of a single soldier, civilian employee, or family member to a preventable injury.

7. **Leadership**...at all levels; following **standards**...all the time; and individual **discipline**...both on and off duty! These are the keys to accident prevention. These are the keys to preserving lives and resources. These are the keys to return us safely to our families.

8. Victory Corps!


RICARDO S. SANCHEZ
Lieutenant General, USA
Commanding

Encl

DISTRIBUTION:

A